

# The Year in Review 2010

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## From the Editor

At the beginning of 2010 we saw the tail end of a budget crunch that was quelled by swift, but resonable cuts. Though we are out of immediate danger, the crisis birthed many longer-term plans that will shape the Institute for years to come.

This past year, a few of the smaller plans came to fruition. Fewer dorms were open to students this summer, and the Northwest Shuttle was merged with EZRide. Changes to printing are soon to come, as the Institute tests a system that requires students to be at the printer before their jobs can be printed.

The most contentious change has been the proposal for mandatory dining at the dorms with dining halls, which sparked on and off protests throughout the year.

Is there anything to be learned from all of this? Perhaps it is that history will always catch up with us. Or, that the administration will do the things it says it plans to do.

Dining reform should not have surprised anybody, if only because the idea has been kicked around from committee to committee for years now. Yet at several instances in 2010, students treated the proposal as a fresh insult.

Both administrators and students

deserve some of the blame. Administrators made a show of including students in the decision-making process, but it is unclear whether students had any real say. Students activists gave the issue only intermittent attention, when they actually needed to apply steady pressure.

As MIT faces bigger reforms, administrators must learn that undergraduates operate on a different time scale. We have classes and exams and breaks; a quarter of us leave every year. We are distracted by all the opportunities on campus, and because we are preparing for the rest of our lives. So give us a break. Engage us more, and don't take our silence to mean that we don't care. We might just have a huge mid-

term that week.

Students have the same lesson to learn. The more monumental the change, the slower the administration moves. Pay attention to the working groups, the draft proposals which come out months, if not years before the actual changes. Strike early, while those plans are malleable.

The budget crisis gave us the opportunity to question some of the ways we have always done things. With changes to undergraduate housing, enrollment and curriculum on the horizon, we must learn how to talk to each other and respect each other — or we will share a troubled future.

Jeff Guo, Editor in Chief



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## Budget cuts target jobs, Athena printing, student life

*Despite increase in endowment and research funds, MIT community feels the impact of slashed budget*

**By Robert McQueen**

NEWS EDITOR

In late 2009, MIT announced its plans to save \$130 million over the next two years. This past year marked a major move in the implementation of the recommendations made by the Institute-Wide Planning Task Force, a group charged to recommend budget-cutting activities across all departments and divisions at MIT.

But along with budget-cutting measures, 2010 saw signs of improvement. The \$7.9 billion endowment posted returns of 10 percent, a big improvement over the previous

year, when it dropped by 17 percent. At the September State of the Institute, President Susan J. Hockfield was confident that MIT was on an upwards track.

"It is fantastic news that we are going in the right direction," Hockfield said. "But we still have a long way to go recover the ground we lost in the global downturn."

And in a letter to the community in April 2010, Hockfield also announced that, in addition to positive endowment returns, research funding increased by 10.5 percent.

Still, many areas of MIT have been affected by the budget cuts in 2010. Job layoffs and changes

to Athena printing, residential life, MIT Medical, libraries and shuttles rounded out some of the biggest ways budget cuts affected the day-to-day lives of members of the MIT community.

### Layoffs

Over fiscal year 2010-2011, MIT laid off 174 employees, according to Alison Alden, vice president of MIT Human Resources. In doing so, the Institute saved \$125 million.

But controversy struck as a result of the layoffs, when Professor Patrick H. Winston questioned the firing of Student Support Services Dean Jacqueline R. Simonis. Win-

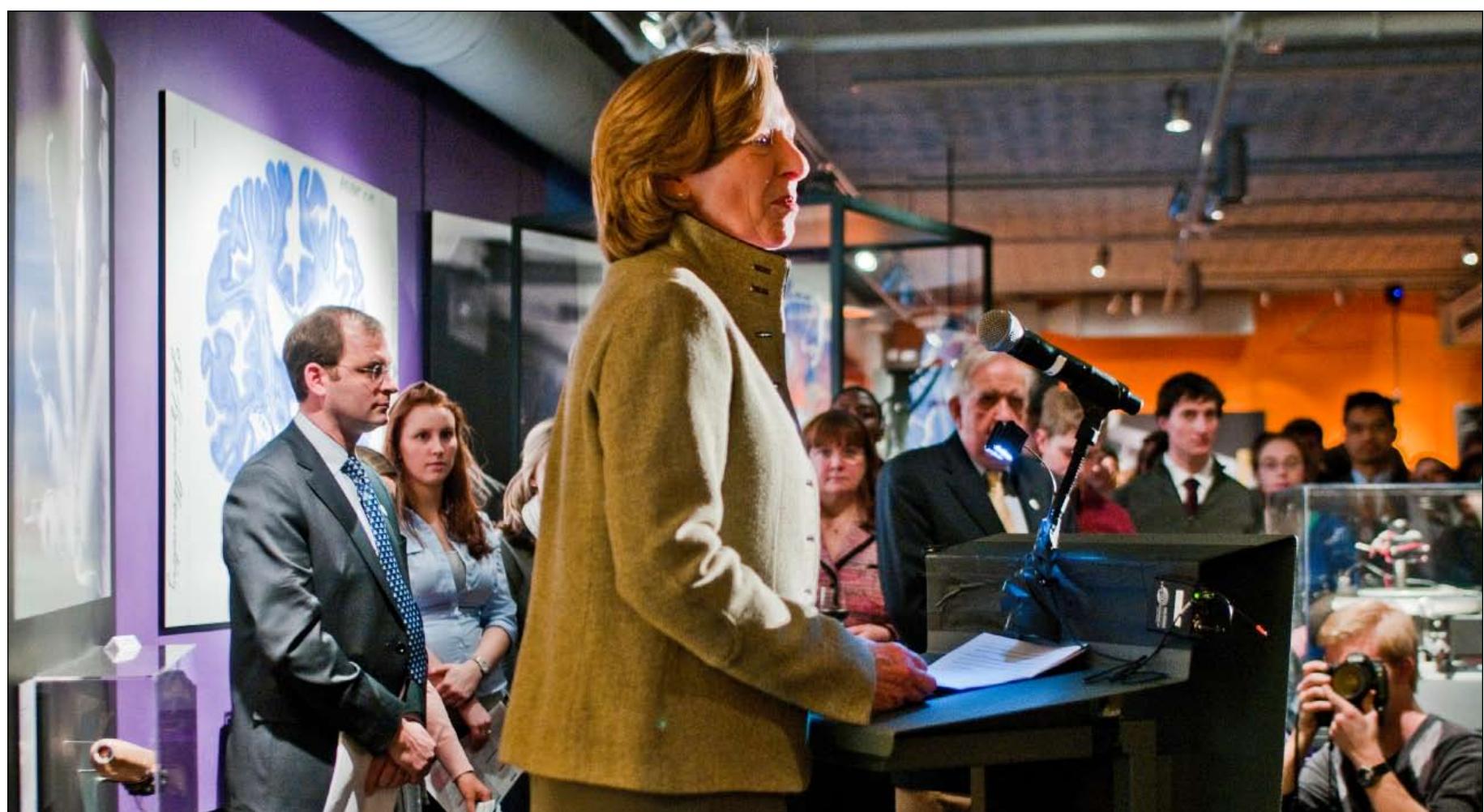
ston argued that Simonis' firing was not "consistent with MIT culture and values" because she was not given advance notice of the decision. Winston also voiced against the fact that MIT barred Simonis from speaking to her colleagues or returning to her office.

Chancellor Phillip L. Clay PhD '75's written response to Winston's criticisms said that "all of the layoffs in student life were the result of budget reductions ... the layoffs, at all levels, were initiated and conducted according to Institute policies and procedures, in consultation with, and with the full participation by MIT Human Resources. The pro-

cess is consistent with MIT culture and values."

In April 2010, the Cambridge City Council passed a resolution aimed at curbing further layoffs. Council members Leland Cheung MBA '10 and Marjorie C. Decker co-sponsored a resolution "requesting that Harvard and MIT cease further layoffs and any cuts in hours, salary, or benefits," and called for a more transparent dialogue between the universities and their host community. Cheung and Decker proposed that MIT and Harvard use their billions of dollars in savings "to cushion

**Budget cuts, Page 4**



President Susan J. Hockfield spoke on January 7, 2011 about the uniqueness of the MIT community and thanked the MIT 150 steering committee for their work in putting together the MIT 150 exhibit. The exhibit floor at the MIT Museum was packed with students, alumni, and faculty. There were 657 people in the exhibit by the end of the speeches.

JOANNA KAO—THE TECH

# Dining ignites campus controversy

*Despite loud opposition, new plan still slated to start this fall*

**By Maggie Lloyd**

ASSOCIATE NEWS EDITOR

Few topics caused as much tension on campus in 2010 as the ever-changing House Dining Plan, scheduled to go into effect Fall 2011. In March 2010, the Division of Student Life (DSL) formed the House Dining Advisory Group (HDAG), committed to the creation of a new dining plan with the hope to eliminate the \$600,000 deficit from House Dining and to offer more options for student dining.

HDAG consisted of presidents and dining chairs from the five dorms with dining halls (Baker, McCormick, Simmons, Next, and the planned Maseeh Hall), DSL staff, the UA Dining Chair, and other relevant MIT faculty, such as housemasters (including the upcoming Maseeh housemasters).

Throughout the spring, an online Idea Bank collected students' opinions on all-you-care-to-eat (AYCE) service, breakfast offerings, food allergies and other relevant dining topics, while forums across campus invited students to talk about what they wanted directly to members of HDAG.

On May 19, HDAG released its initial recommendations, introducing AYCE dinner and breakfast to all of the dining dorms sev-

en days a week, including Maseeh Hall, set to open in Fall 2011. Costs for the 10, 12, or 14 meals-per-week options were projected to be \$2,900, \$3,400, and \$3,800 per year, respectively, and the number of meals per week were required to be equally split between breakfast and dinner. Maseeh would also offer lunch Monday through Friday. Freshmen would be required to buy the 14-meal plan, while sophomores would be permitted to choose between 12 and 14 meals, and juniors and seniors would decide between any of the three plans. As with the current House Dining Membership, students in the dining hall dorms would be required to participate in this dining plan.

**Costs for the 10, 12, or 14 meals-per-week options were approximated to be \$2,900, \$3,400, and \$3,800 per year, respectively.**

With the exception of a student protest in Lobby 7 during Campus Preview Weekend, the campus remained relatively quiet

in terms of dining discussion as the first semester of 2010 came to a close.

### UA survey voices students' concerns; the petitions begin

As the class of 2014 arrived at MIT in the fall, conversations about the new dining plan began again, and concerns about the plan's potential impact on dorm culture and high prices were often mentioned. In the first week of October, the UA distributed a survey to all undergraduate dorms, asking for feedback on several student life topics such as printing, Greek life, shuttles, athletics, and dining, receiving 655 responses. Various comments received in the survey about dining ranged from indifferent — "Dining plan doesn't affect me" — to dissatisfied — "New dining plan is too expensive; too much food, most people don't eat that much" — foreshadowing some of the upcoming tension. As *The Tech* reported on October 12, "out of 222 [survey] respondents who said they lived in a dining dorm, only 98 said they had heard or read specific details about the plan. Of those 98 students, only 8 supported the new dining plan."

The survey results sent a spark through campus, igniting the first of several petitions to be distrib-

uted by undergraduates last fall. Next House resident Andres A. Romero '14 initiated a petition against the new dining plan, collecting over 200 signatures, mostly from other students living in Next House. He submitted the petition to the UA, insisting that the petition, which was signed by more than 5 percent of the student population, necessitated an emergency meeting of the UA, according to the UA bylaws.

**Next House resident Andres A. Romero '14 initiated a petition against the new dining plan, collecting over 200 signatures.**

Within the required 96 hour time limit after a petition submission, on October 13, the UA held its emergency meeting. The UA passed 42 U.A.S E1.1, "Bill to Reform HDAG Dining Proposal and Process in Light of Overwhelming Student Opposition," which called for Chancellor Phillip Clay "to intervene by halting" the ap-

**Dining, Page 4**

# \$24M donation breathes life into Ashdown

*W1 to be named for donor Fariborz Maseeh ScD '90*

By Jessica J. Pourian  
ASSOCIATE NEWS EDITOR

After a donation of \$24 million from Fariborz Maseeh ScD '90 in September 2010, Ashdown House (W1) will rise again as Maseeh Hall this fall. The new dorm space will allow the undergraduate population to grow by about 200 students over the next three years.

With its 462 beds — over 100 more than East Campus or Simmons — Maseeh will be the biggest undergraduate dorm on campus. Residents will live in single, double, and triple rooms on seven floors. Floors two through six will each have two apartments for Graduate Resident Tutors.

The Phoenix Group, a group of undergraduate students formed in 2008 to establish a culture for W1, will make up the primary student core of Maseeh. The Group has been living in the graduate dorm New Ashdown (NW35) for the past two and a half years. Phoenix Group residents are guaranteed a spot in Maseeh in the fall, along with Phoenix Group social members who do not live in NW35 but participate in community events. The housemasters who lived with the Group in NW35, Professor Suzanne Flynn of the Linguistics and Philosophy department and her husband Jack Carroll, will move to Maseeh to continue their roles as housemasters. A search for associate housemasters is underway.

Current students who wish to transfer into Maseeh must go through an application process. A short application which asks prospective residents what they will bring to Maseeh culture and why they want to live there went online last month. As Phoenix Group committee will select residents from these applications, which have applicants' names, genders, and current dorms removed.

If applicants are not accepted by the committee, they may enter the April housing lottery to try to get into Maseeh. The class of 2015 and beyond will exclusively use the housing lottery to be assigned to Maseeh.

The dorm's resident are expected to be about 40 percent freshmen and 60 percent upperclassmen. In the UA survey issued to current students last fall, 86 of the 655 respondents responded that they definitely wanted to live in Maseeh, while another 110 were considering it.

Maseeh will be participating in the new dining plan proposed for next year. The plan will cost about \$4,900 for Maseeh residents and includes five breakfasts, five lunches, two brunches, and seven dinners. The 360-person dining hall will be the only cafeteria on campus open for lunch. In addition, there will be one common kitchen for resident use, with two stoves, two refrigerators, cabinet space, and an eating area.

Maseeh, who sees his contribution as a way of giving back to the Institute, considers himself "a production of the education and assistance that MIT had in place." The intention of his gift was not intentionally to renovate W1, but to expand the MIT population.

"W1 is 'the most enabling part of this equation,'" Maseeh said last fall.

The administration has wanted to increase the number of undergraduates from 4,300 to 4,500 for years. The population was around that level in the 1990s when freshmen were permitted to live in fraternities, but declined after the death of freshman fraternity pledge Scott S. Krueger '01 in 1997, which led to the implementation of freshmen on-campus housing in 2002.



GREG STEINBRECHER—THE TECH

**Fariborz Maseeh ScD '90 contributed \$24 million to complete the construction in W1, which had stalled for lack of funds.** Maseeh Hall is scheduled to open in fall of 2011 and will help expand MIT's student population.

## Two fraternities suffer setbacks in 2010

*PBE suspended for four years; TEP reaches sodium drop settlement*

By Joanna Kao  
STAFF REPORTER

Fraternities had a rough year in 2010: Over the course of 365 days, MIT saw one fraternity suspended and another sued, later reaching a six-figure settlement.

### PBE suspended for four years

Two days into 2010 rush, Phi Beta Epsilon (PBE) received a sanction from the Interfraternity Council (IFC) and was immediately banned from rushing new members. Fifteen days later, on Sept. 21, PBE was given a four-year suspension by the IFC for violating no-tolerance policies on hazing in PBE's new member program.

The IFC said that at the beginning of fall rush, an anonymous source gave the IFC a document describing PBE's new member education activities for the 2013 pledge class. The alleged offenses spanned a time period from 2009 rush through initiation in January 2010.

An IFC judicial board (which includes four representatives from different fraternities and the Judicial Committee secretary) held a hearing on the same day PBE was sanctioned, where three PBE repre-

sentatives spoke. The Board decided to expel PBE, meaning a 10-year ban from MIT. According to the IFC Judicial Committee (JudComm) chair Garrett R. Fritz '11, "it was a unanimous decision from all the board members that they were responsible for hazing."

PBE appealed the decision on two grounds: that the judicial process was flawed, and that the punishment was too severe. The appeal was granted, and PBE's punishment was changed to a suspension for four years.

**Over the course of 365 days, MIT saw one fraternity suspended and another sued, later reaching a six-figure settlement.**

PBE and the IFC also disagreed on several other key points, including the interpretation of the activities mentioned in the document and the fairness of the trial.

As a result of the questions raised about the IFC judicial

process, a fraternity president, whose identity was not disclosed, proposed a change to the judicial bylaws so that the fraternity presidents would be more involved in future fraternity suspension and expulsion cases. The change did not receive the required majority vote of the presidents to pass. The IFC Executive Board did, however, create a committee to review the IFC judicial policies and procedures to explore possibilities for their improvement.

Despite MIT's request to the Cambridge License Commission (CLC) to revoke PBE's housing license, required for persons to live in the house, PBE's housing license is still valid and does not expire until this May. According to Elizabeth Lint, the executive officer of the CLC, the hearing was initially scheduled for October 26, deferred to November 23, and then continued indefinitely, per PBE's attorney's request. The PBE Corporation owns the house and the property on which it sits on. It is still unclear what will be the fate of PBE's house or the fraternity in five years.

### Tau Epsilon Phi (TEP) sued for alleged sodium drop incident

In August, TEP settled a

lawsuit with a six-figure settlement to Thomas Soisson and Katherine Nardin, two volunteers who were hurt when they picked up sodium that TEP members had allegedly thrown into the river during their sodium drop rush event in 2007.

On September 6, 2007, while volunteering for the non-profit clean-up organization Charles River Clean-Up Boat, Soisson, Nardin, Patrick Hodgins, and Matt McCord were injured by an exploding piece of sodium metal they had picked up from the shores of the Charles River.

According to a doctor's account in the incident's detective's report, Soisson and Nardin suffered severe chemical burns to their legs, forearms, and facial areas as a result of the explosion.

Bhaskar Mookerji G, a TEP member at the time, confessed that he threw the sodium into the Charles on or around Sept. 4, 2007, two days before the volunteers were injured by the metal.

The settlement was paid from the insurance policies of TEP and Mookerji. The money compensated Soisson and Nardin for emotional trauma and medical expenses.

## Year brings new HASS requirements, plans for 6/7 major

*HASS distribution simplified for 2014's and beyond, CS-Biology joint major accepts students this fall*

By Joanna Kao  
STAFF REPORTER

The efforts of various academic task forces over the past several years have led to major changes in MIT's curriculum, including the introduction of Course 20 as Biological Engineering in 2006 and the elimination of double degrees in 2009. This year, these changes continued with the implementation of a new HASS system, and a new degree program combining Courses VI and VII that will begin accepting students next fall.

### HASS requirements change starts with the class of 2014

New HASS requirements have been rolled

out for the class of 2014. In the new system, the HASS Distribution (HASS-D) requirement is satisfied by taking a class in each of three categories — Humanities, Arts, and Social Sciences — instead of taking three classes from the five categories in the old HASS-D system. Almost all HASS classes are covered by one of the three categories, and there is no lottery for any distribution class using the three category system.

Classes that graduate before 2014 are not able to opt into the new system, and the class of 2014 is not able to use the old system.

During the transition period, freshmen who want to take a class that is designated as a HASS-D still need to join the lottery.

For more information, visit <http://web.mit.edu/hassreq/index.html>.

[mit.edu/hassreq/index.html](http://web.mit.edu/hassreq/index.html).

### Computer Science and Molecular Biology degree will begin accepting students in Fall 2011

MIT added a new joint major combining computer science and biology last year that will begin accepting students in the fall. This joint program includes eight courses from Course VI and 7.5 courses from Course VII.

"The thing that I'm most happy with and find the most exciting is ... setting this up as an equal partnership between the two departments rather than having a biology track in Course 6 or a computer track in [Course 7]," said Chris A. Kaiser PhD '88, head of the biology department.

"The idea is to really marry the two departments and have an equal partnership. This 50/50 partnership between the two departments creates new incentives for [Course 7] and Course 6 to teach courses together."

Students will be given an adviser in both departments, but each student can choose which adviser will have registration signature authority.

There is currently no implementation of a fifth-year master's program (MEng) for the major, and graduates of the new major will not be able to apply for the existing Course VI MEng program. However, the Course VI and VII faculties plan on continuing to develop the program, and may consider adding an MEng program as the major matures.

# MIT affiliates embroiled in WikiLeaks fiasco

## Alleged Wikileaker Bradley Manning connected to MIT affiliates, former students

By Ethan Solomon  
STAFF REPORTER

MIT often finds itself connected to stories of national and international significance, and 2010 was no exception. WikiLeaks, an organization which publishes leaked documents online, found itself in the middle of a global political firestorm after publishing documents detailing American operations in Iraq and Afghanistan, and later diplomatic cables from U.S. embassies the world over. The alleged leaker responsible for handing over these documents to WikiLeaks? Bradley Manning, an Army private who had visited Pika in summer 2009 and came again to MIT in January 2010.

Manning, who had been outed to authorities by ex-hacker Adrian Lamo, had allegedly received assistance from two MIT students, according to Lamo. An August CNN article noted that Lamo claimed both MIT men worked for WikiLeaks, and were Facebook friends with

Adrian Lamo and Bradley Manning. The *Boston Globe* also reported that an MIT graduate had met with Manning in January of last year, and exchanged e-mails with him about security issues. But the former student also told the *Globe*, "I categorically deny that I had any role in helping Manning leak anything."

At MIT, Manning had participated in an e-mail thread about security and theft prevention in a storage unit at Metropolitan Storage Warehouse. "Can anyone recommend a hard-to-pick-but-not-insanely-expensive padlock?" asked Danny J. B. Clark, a friend of Manning's who is associated with Pika, in the original e-mail to the thread. The query was carbon-copied to Manning and a number of MIT individuals, but the storage unit in question had no connection to Manning.

One of the individuals copied to the thread, David House, is currently an independent contractor working with the MIT Center for Digital Business. House, who helped set up the Bradley Manning Support Network,

penned a column in December on fire-doglake.com, describing Manning's conditions at a detainment facility in Quantico, VA.

According to the column, House is "one of the few people allowed to visit Bradley Manning." House says that Manning has been held under a Prevention of Injury (POI) order, despite being cleared by a military psychologist. Under a POI order, Manning is isolated for 23 hours per day, limiting his "social contact, news consumption, ability to exercise, and that places restrictions on his ability to sleep," wrote House. The *New York Times* has reported that last month, Amnesty International called Manning's conditions "unnecessarily harsh and punitive," in a letter to Defense Secretary Robert M. Gates.

But Pentagon officials have fired back against House's story, claiming that Manning is treated just as any other maximum custody detainee would be, and that decisions to impose POI or suicide watch were made in consultation with medical authorities.

Also last year, House was detained at Chicago's O'Hare Airport, where Homeland Security officials questioned him about his visits to Manning, according to a November *Salon.com* article. The agents seized House's electronic equipment, including a laptop, digital camera, cell phone, and flash drive. The American Civil Liberties Union said in December that the government returned House's items after sending a letter to Homeland Security.

In a December interview with the *Boston Globe*, House said he plans on conducting a forensics report on his laptop, to see if anything had been "deleted or implanted."

"You hear about the U.S. government overstepping its bounds, but you never really come face to face with it," said House to the *Globe*. "I've come face to face with it, and it has been a jarring experience for me, to say the least."

House has not responded to multiple requests from *The Tech* for comment.

# HDAG dining proposition incites furor across campus

Dining, from Page 2

proval process for the new dining plan. HDAG representatives claimed they were unable to stop this new plan because the Request for Proposal process, in which a dining vendor would be chosen, had already begun. To stop the process would mean starting over, losing months of work, and rushing to find a new plan in time for implementation in the next academic year.

## Changes to HDAG membership

As the noise increased on campus, two of the key students involved in the dining conversations resigned from their positions. On October 26, Paula C. Trepman '13, who represented the UA in HDAG, resigned as UA Dining Chair. In her letter of resignation dining submitted to the UA, a "very frustrated" Trepman claimed "HDAG has this sense of paternalism and feels that it is their job to regulate and ensure that students eat a normal three meals every day."

Andy Wu '12, who served on HDAG as president of Baker House, followed suit. In a November 29 e-mail to Baker House, Wu stated, "HDAG has regularly dismissed my opinion to the point where I have been unable to contribute to any positive changes for Baker residents."

Student representation, in the form of other dorm presidents and dining chairs, still existed within the HDAG despite these absences.

## Fact sheets and petitions fly

In an effort to highlight students' options within the new plan, HDAG released organized fact sheets that covered several topics such as pricing, hours, and other specifics within the new dining plan. These documents, which were released in late October and early November, were available on the House Dining Review website designed specifically for HDAG, <http://studentlife.mit.edu/house-dining-review>.

Throughout November, *The Tech's* Letters to the Editor and Opinion pages flip-flopped arguments for and against the new plan, starting with a Nov. 9 letter from the administration (Phillip L. Clay PhD '75, Christine Ortiz, Costantino Colombo and Daniel E. Hastings PhD '80) itself. Then, housemasters from the dining dorms (John M. Essigmann PhD '76, Suzanne Flynn, Steven R. Hall '80, Dava J. Newman PhD '92, and Charles H. Stewart III) chimed in with their support a week later. "Not every student agrees with the final recommendation, but stu-

dents were involved every step of the way," the administration's letter argued.

"Two of the three plans for Baker, McCormick, Next, and Simmons are in the range of what their residents report spending on meals for the period covered by the new program," they said, adding, "residential life at MIT has never been static."

In the next issue, Tyler Hunt '04 challenged the housemasters' letter, claiming that the administration "must understand that when half of Next House signs a statement of opposition, that it has designed a program that is profoundly unpalatable." DAPER coaches then submitted their support of the plan, right next to Professor Alexander H. Slocum '82's advice for what the plan should be like.

## Increasing student concern raised the volume of dining talk, starting with another petition.

Increasing student concern raised the volume of dining talk, starting with another petition from Next House residents Hannah L. Pelton '12 and Austin D. Brinson '13 on Nov. 8. This document, signed by 63 percent of Next House residents, was submitted to President Susan J. Hockfield, claiming HDAG's proposed dining plan was "wrong for us, wrong for Next House, and wrong for MIT." The petition claimed that the "expensive" plan would encourage Next House residents to move to dorms without dining halls, "making it more difficult to develop long-standing culture."

That same week, one of HDAG's own student representatives started a similar petition at Baker House. Despite supporting HDAG's proposed plan, HDAG representative Cameron S. McAlpine '13 reasoned that as Baker Dining Chair he needed to "accurately represent the opinions of Baker residents."

Then came the largest petition yet. Keone D. Hon '11 started writing blog posts on the popular missed connections site, <http://isawayou.mit.edu>, calling for a more organized student response. On November 17, Hon's <http://sayno.mit.edu> went live, claiming that its perceptions of expense, poor economic sustainability, negative impact on dorms, clubs, and FSILGs, and apparent disregard for student opinion were the main reasons for student dissatisfaction with the new plan. Within 24 hours, the petition had more than 1,400 sig-

natures from undergraduates and others affiliated with MIT, more than all other petitions combined. As of December 2010, 1,570 of the 1,838 signees were undergraduates, 568 of whom were from dining dorms.

## From petitions to protests

One day later, roughly 25 students participated in a Baker Dining sit-in, bringing their own food to eat in the dining hall. Two freshmen, Burton Conner resident Michael L. Pappas '14 and East Campus resident Christopher W. Tam '14, organized the protest. Newman, the Baker housemaster, and Senior Assistant Dean of Students for Residential Life Henry J. Humphreys were there to discuss students' concerns, allowing for "civil dialogue," as Pappas described, between students and administration.

As students arrived back on campus after Thanksgiving break on Nov. 29, HDAG released an updated version of the House Dining Plan, introducing a "transition plan" for the classes of 2012 and 2013. This plan would cost \$2500 for the year, the cheapest yet offered, allowing those students to choose any 7 meals per week. Students are also able to increase their flexibility in the transition plan by choosing any dining combination of breakfast and dinner "at a modest cost," according to the House Dining Review website. Since news about the new dining plan was available to the Class of 2014 before they came to MIT, DSL said that they must participate in the full-fledged campus dining plan.

On December 3, Hon organized students one more time, this time hosting a protest outside the Media Lab as members of the MIT Corporation walked in for a quarterly meeting. Around 20 students attended to distribute copies of the SayNo petition and to talk briefly to Corporation members attending the meeting. This would be the last organized event concerning dining for 2010, as finals began ten days later. For the first time since October, talk about dining came to a hush.

Although the campus-wide battle of words died down over IAP, only time will tell when the noise will return. As *The Tech* reported this January, MIT Corporation member Harbo P. Jensen '74 said that the members of the Corporation "all agreed that ... there is a lot of emotion and energy behind this," acknowledging "it's impossible to make everyone happy." Indeed, the past year has shown that it's the unhappy students who are capable of making the most noise.

# Departments across Tech suffer cutbacks

MIT continues \$130M budget cuts

Budget cuts, from Page 2

ion employees and communities from any further financial harm."

MIT halted further budget-related layoffs in June, according to Alden.

## Athena Printing

The Institute-Wide Planning Task Force also made recommendations to make Athena printing "greener," including the removal of certain Athena clusters and printer quotas for students. In response, Dean for Undergraduate Education Daniel E. Hastings SM '78 and Marilyn T. Smith, head of IS&T, formed an Athena working group. The group was charged to review printing at MIT.

Their conclusion? MIT loses around \$270,000 each year on printing alone.

To reduce expenses, IS&T and the UA Printing Committee have started to deploy a "hold-and-release" printer system called Pharos, which requires students to swipe their MIT IDs to complete their print jobs. Pharos is currently being piloted around campus and will be fully adopted by summer 2011.

## Shuttles

In August 2010, The Northwest Shuttle merged with the EZRide, a move that will save MIT \$200,000 annually, according to Lawrence R. Brutt, operations manager of MIT Parking and Transportation. EZRide, which is operated by the Charles River Transportation Management Association, services most of the same area as the Northwest Shuttle.

Brutt said he plans to use the money saved to enhance existing shuttle services. "It's a good business move," said Brutt. "The goal is to reduce cost while enhancing service."

The Northwest shuttle used to run between MIT graduate dorms north of Vassar St. and west of Massachusetts Ave. and the main academic buildings.

## Residential Life Funds

Dorms were also affected by the budget-cutting measures. For the past two years, housemasters saw a 10 percent decrease in dorm budgets, according to McCormick Housemaster Charles H. Stewart III. As a result, less money per student has been allocated, forcing housemasters and GRTs to be more resourceful with their finances.

In some dorms like Next House and Baker, housemasters allocated money from their own budgets to support GRT budgets, which are directed towards activities within single floors or halls.

Renee C. Smith, Baker GRT, and the students on her floor comfort-

ably accepted the smaller budget. "The students seemed alright with the changes," said Smith. "... they realized that we had to be more frugal with our budget while our economy is struggling."

## Libraries

As a cost-saving measure, hours were reduced across most MIT libraries, including Barker, Hayden, Rotch, Dewey, and Lewis. The total cuts across those libraries sum to 27.5 hours per week. Most began opening a half-hour earlier, and some started closing an hour earlier. Furthermore, over the summer, MIT closed all libraries from July 2 to July 10. Library staff were forced to take unpaid vacations to help cut costs.

The operating time reductions followed the closings of two libraries in 2009: the Aeronautics and Astronautics Library and the Lindgren Library (Earth, Atmospheric, and Planetary Sciences). MIT has mandated that libraries must reduce the fiscal year 2011 budget by \$2 million.

## MIT Medical

The Institute asked MIT Medical to reduce spending by 5 percent for each of three fiscal years, according to Medical's website. To meet these goals, over the summer Medical closed their inpatient unit, from mid-June to mid-August, and reduced Urgent Care from 24-hour service to between 7:30 a.m. and 10:30 p.m. Urgent Care was returned 24-hour service in the fall, but Medical reduced its hours again on Dec. 22, from 7 a.m. to 11 p.m.

According to MIT Medical Director William M. Kettyle, the transition to limited service has gone well. In a January MIT News article, Kettyle reported that only 31 patients called for overnight help during December, averaging about one call per night.

## NStar Collaboration

In May 2010, MIT and NStar, one of Boston's largest utility companies, established the "MIT Efficiency Forward" project, which aims to reduce electricity usage at the Institute by 15 percent (or 34 million kilowatt-hours) over the next 3 years. That's about the amount of electricity used by 4500 Massachusetts homes throughout a single year. NStar will contribute \$1.5 million to the project.

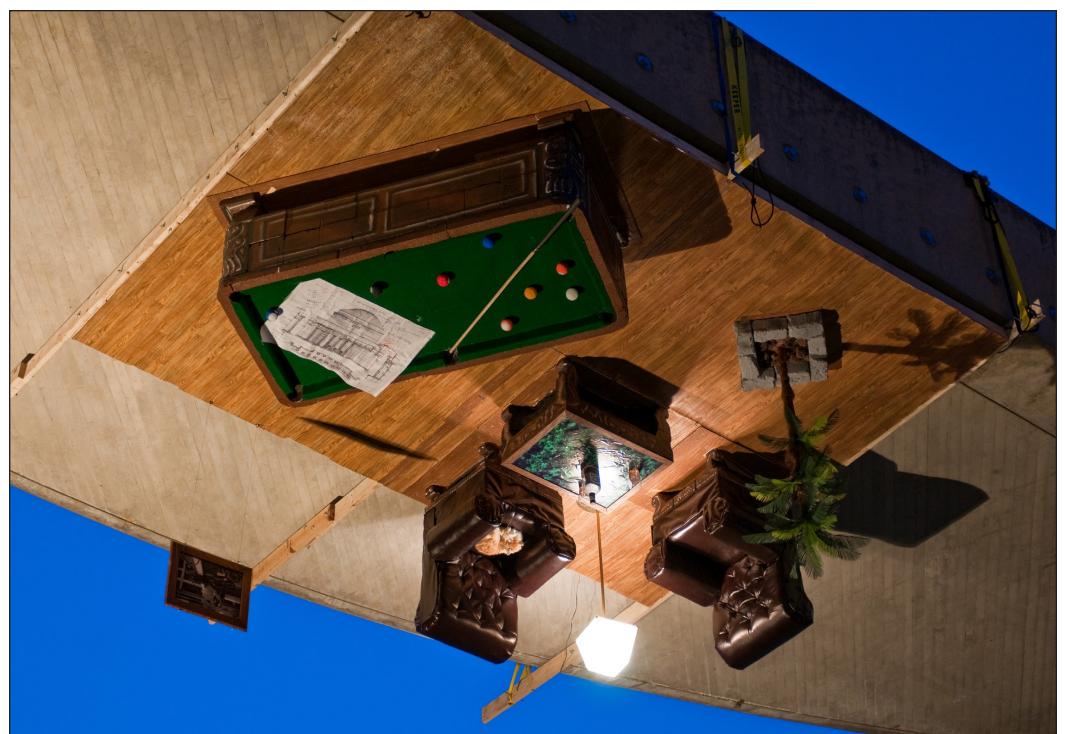
MIT reported on January 11 that it has saved 30 percent more electricity than the projected amount. Most savings came as a result of a campus-wide installation of new, energy-efficient lighting fixtures and timers.

The plan estimates \$14 million in investment and over \$50 million in lifetime savings.



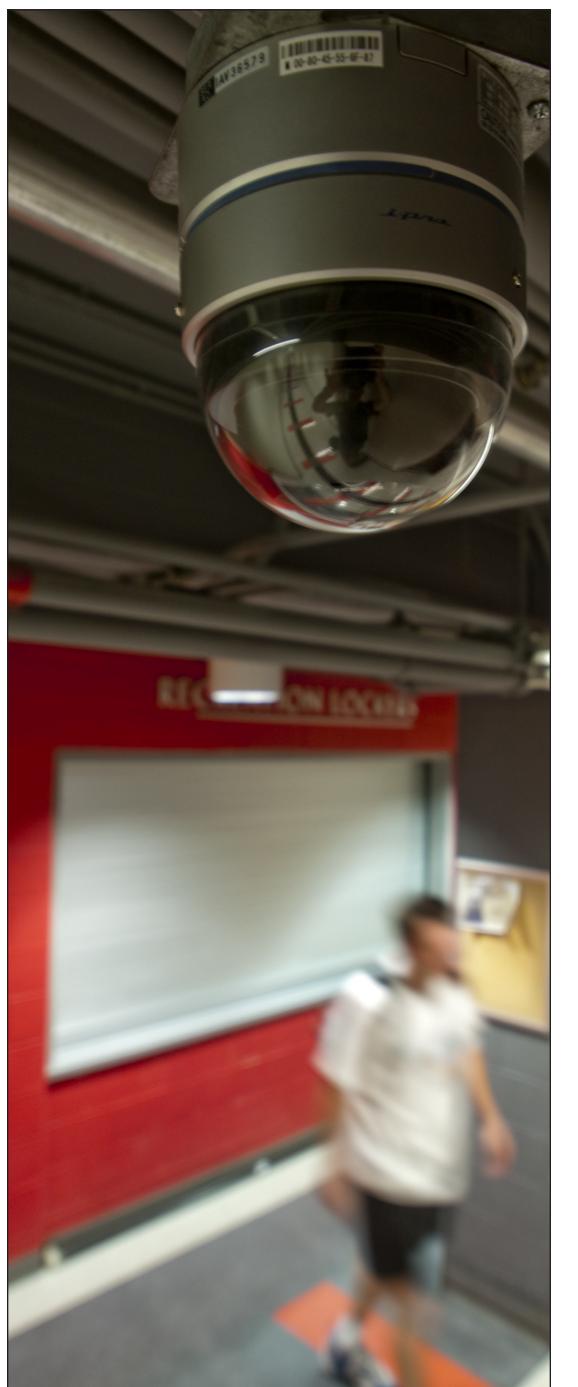


## The Year in News Photos: From Inside MIT and Beyond



1. Bill Gates speaks at Kresge, April 21. NICHOLAS CHORNAY
2. The Class of 2012 Brass Rat design leaked before premier, Feb. 12. SARANG KULKARNI
3. A V-22 Osprey tilt-rotor aircraft departs Briggs Field, May 3. BRIAN HEMOND
4. Lady Gaga visits MIT Museum, June 30. ERIC D. SCHMIEDL
5. Barnum and Bailey el-
- ephants on Mass. Ave., Oct. 12. SARANG KULKARNI
6. Senior Reactor Operator Agata E. Wisnioska '11 performs a startup, June 4. EDWARD LAU
7. Professor Donald Sadoway toasts to his last day of 3.091, Dec. 8. SAM RANGE
8. Liquid nitrogen at CPW festival, April 8. ANDREA ROBLES
9. New security cameras, Aug. 27. ELIJAH L. MENA
10. Boston Pops does Tchaikovsky, July 4. ANDREW SWAYZE
11. CPW upside-down hack, April 8. ERIC D. SCHMIEDL
12. New Sloan building (E62), Sept. 17. LOGAN P. WILLIAMS
13. Genius grant for gravitational wave detection, Oct. 8. DAVID CHEN

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# Opinion in Review

## A look back, and ahead 2010 tells us how we should move forward

By Ethan A. Solomon

OPINION EDITOR

MIT is a different place today than it was one year ago. On a global level, MIT is connecting to the rest of the world in ways it never has before. On a local level, MIT itself is evolving — faced with new financial realities and a need to remain competitive with peer schools, the Institute has seen significant changes to important aspects of academics and student life. Many of 2010's changes will define MIT for years to come.

Changes to student life have been on everybody's minds. Chief among them was campus dining reform, which dominated *Tech* headlines. Last May, the House Dining Advisory Group (HDAG) released its set of final recommendations, the culmination of more than two years of dining discussion across various working groups. Starting in the fall, five dorms, including the soon-to-be complete Maseeh Hall, will require students to buy in to one of several plans, which range in cost from \$2,500 to \$4,500 per year. But HDAG's recommendations met with significant student opposition — from the UA and grassroots groups like the "SayNo" campaign.

Also in 2010, Phi Beta Epsilon, a local fraternity at MIT since 1890, was suspended by the Interfraternity Council (IFC) for alleged hazing which took place in January 2010. Details, however, were not forthcoming. PBE countered the IFC's decision with a flurry of letters to Susan Hockfield and *The Tech*, asserting that the IFC judicial process was flawed and invoking more than a century of PBE's history with MIT.

But MIT is a complicated place, and 2010 saw a lot of changes that students welcomed with open arms. A much-needed simplification of the HASS distribution requirement was implemented starting with the Class of 2014. Now, students need only fulfill three distributions, down from five, and can pick from many more HASS classes — without entering a lottery. MIT also completed the Koch Institute for Integrative Cancer Research and the new Sloan building, E62. Both offer state-of-the-art research and teaching facilities, and round out the latest phase of campus expansion.

Finally, thanks to a generous donation from Fariborz Maseeh ScD '90, Maseeh Hall will open this fall, the first year of a phased increase in undergrad-

uate class size to about 4,500. Maseeh will also feature the most robust of HDAG's new dining plans, with the option for students to eat breakfast, lunch, and dinner, all at the dorm's new dining hall. The Phoenix Group clearly has its work cut out for it — it will be providing the seed community for the 462-bed undergraduate dormitory.

Amidst all these changes, it's important to keep perspective. The MIT administration has the unenviable task of balancing a lot of competing interests, and that's certain to be no easy job. MIT is a place for learning, research, living, and working — and in each one of those endeavors, not everything is going to work out perfectly. Consequently, as students, we have to be aware that compromise — in all regards — is essential. The administration's decisions may not always be aligned with living groups' goals, but that doesn't mean they're seeking to destroy culture. It means that the administration brings a unique perspective to the table, and it's one which is worth listening to.

Perspective also means paying attention to the stories that don't make the headlines. Less often do students write in to dorm discussion lists about great new changes at MIT, but that doesn't mean they aren't happening. MIT's faculty, staff, and senior administration officials alike work hard to ensure that MIT can continue to offer us a world-class education and unparalleled access to cutting-edge research projects. Soliciting alumni donations, managing an 8.3 billion dollar endowment, and working out billion-dollar yearly budgets are a few of the many things people in the administration do to ensure this place stays afloat. All the while, they help to provide about 90 percent of undergraduates with some form of financial aid. Many attend for free.

Does all that mean the administration should have carte-blanche to make any and all student life changes, or that they're faultless? Absolutely not. Student input is crucial to every change in student life policy, and it should be solicited (and offered) often and early. Not every decision will be the right one, and in the past, MIT students have helped the administration recognize when they've made a mistake. We need to be in that business too; helping the administration, not attacking them. This is MIT, and we're all in it together.

## Yes, it's still the economy The economy defined 2010's global events

By Joseph Maurer

OPINION EDITOR

It is easy to look back on 2010 and say that it will not soon be forgotten, that a year of oil and information leaks, Tea Party and sanity rallies, and cyber-warfare in Iran will leave indelible marks on the world.

We hope that we will remember the lessons of the year, and be less likely to repeat the same mistakes. In particular, we hope to identify the sources of the numerous disasters and near misses of the year — the Deepwater Horizon oil spill, the Chilean mine cave-in, the Haitian earthquake — and learn from them. It seems straightforward — history happened last year, and it's hard to fight the logic behind "those who cannot remember the past are condemned to repeat it."

It was equally easy to say those things about 2009. Or 2008. And so on.

In the punditry of the moment, what's close to mind influences our decisions more than what happened years ago. Sometimes this is useful, as old information becomes stale, but more often it is merely a case of out of sight, out of mind. In our focus on what just happened, we miss the bigger picture: looking at how many buildings collapsed in Haiti instead of why those buildings were so vulnerable to the quake, for example.

The value in thinking about 2010, then, does not come from evaluating the myriad individual events and headlines of the year. Reasons of national pride aside, no one today cares who won the 2010 World Cup (Spain), or exactly how many Senate seats Republicans captured in the midyear elections (six). Instead, the value of 2010 comes from piecing together disparate events and identifying the common, persistent themes that explain not only why 2010 unfolded the way it did, but what will drive 2011 and beyond.

To pick the biggest of those themes was more obvious during this past year than most: the economy. While Congress can approve continuing resolutions all they want, no one disputes that the level of federal spending, ballooning in recent years to levels unheard of outside of world wars, represented one of the major issues of 2010. Health care reform, with its sweeping impact on 17 percent of the United States' economy,

cost more than a few politicians their comfortable seats. Obamacare's increased entitlements, and the assorted tax policies that cover (not always fully) their expenses, will continue to drive public debate in this year.

But it's not only when the animal spirits have turned sour that the economy comes into play. A nation's economic health and freedom drives its status in the world, the welfare of its citizens, and its ability to respond to disasters. Haiti, the economic laggard of the western hemisphere, remains paralyzed more than a year after an earthquake knocked down a crumbling infrastructure and a corrupt market. Certainly rich nations aren't immune from natural disasters — Europe struggled mightily after an Icelandic volcano spewed ash into commercial jetlanes — but the result was inconvenience, not fatalities.

Similarly, by embracing modern technology, Chile was able to miraculously rescue all of the trapped San José miners. One shudders to think of the outcome were those miners were trapped in a country like Iran; judging by the effectiveness of Stuxnet at wounding their nuclear centrifuges, it would be grim.

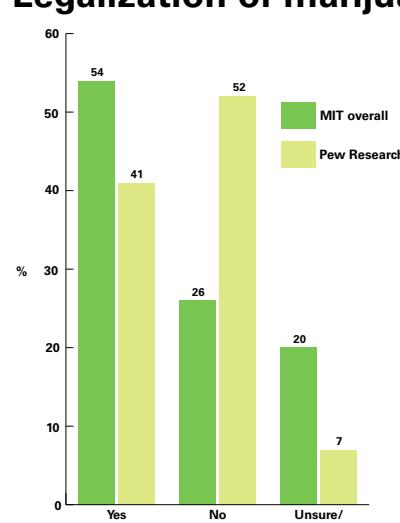
The lavish climate talks in Cancun accomplished little more than unfunded promises by wealthy nations to pay \$100 billion a year to a Green Climate Fund, going to help poorer countries provide excuses for their lack of developmental prowess. China needs no such excuses for its increased power at the global table; their double digit growth rates are all the explanation needed.

Even those more inclined than your writer to support government welfare and quality of life programs don't dispute how the economy shapes events — witness the riots in France and Britain over increases in the retirement age and the cap on tuition fees, respectively.

So what are the lessons we take away from 2010? President Obama hit on the basic idea in his State of the Union address, calling on us "to out-innovate, out-educate, and out-build the rest of the world." He missed the fundamental reason for doing so, however. We don't improve the economy to compete with the rest of the world for some fixed pie. We improve it to make the pie bigger, so that in 2011, perhaps we will have fewer nations or people that struggled as Haiti did in 2010.

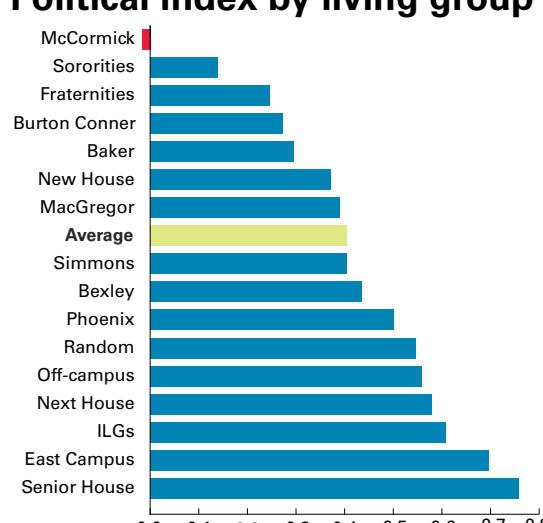
## Survey says...

### Legalization of marijuana



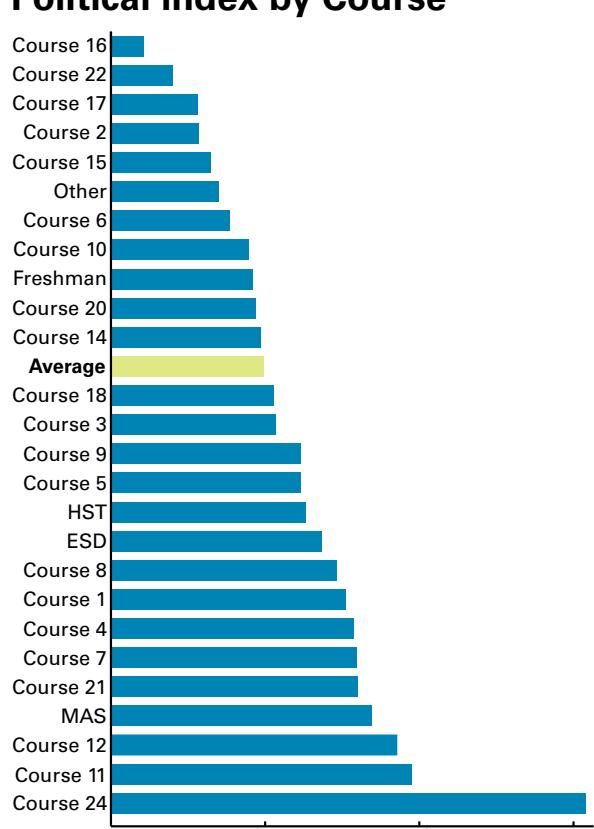
Last October, *The Tech* asked 2,154 graduates and undergraduates, or about 20 percent of the total student population at MIT, about their political views via e-mail. Among other things, we asked students to tell us whether they supported California Proposition 19, a measure to legalize marijuana, and asked them about their overall political views on a spectrum of "very liberal" to "very conservative." Here, we present some of those results, with breakdowns by living group and major.

### Political index by living group



Our index used:  
2: "very liberal"  
1: "liberal"  
0: "moderate"  
-1: "conservative"  
-2: "very conservative"  
Respondents were averaged to determine the index value.

### Political index by Course





## EDITORIAL

# Welcome [Back] to MIT

## Advice for succeeding at the Institute

*Editor's Note: This editorial was originally published on August 31, 2010, at the beginning of the fall semester. We believe much of its advice is still relevant today, for any MIT student.*

There are always things you wish someone had told you earlier. This is especially true for a place like MIT, where you'll likely be facing challenges you've never had to face before. But there's also value in learning how to deal with these challenges on your own. So without taking some of the mystery (and fun) out of your first year at MIT, here are some things we wished we knew for our upcoming freshman years.

Some of you may question whether you are prepared for MIT. That question runs counter to the attitude entering MIT students should hold. By virtue of your demonstrated skills, every one of you has the potential to be a successful MIT student. This is not to suggest that you will not find MIT to be difficult — you will be in the vast

majority there. You are here because you have the intellect and ability to learn new skills quickly and apply them. MIT will require you to do this, but it will require you to do so consistently and to a greater extent than you did in high school. If you recognize and acknowledge this, you will not run into problems at MIT.

There's more to MIT than your living group. If, for whatever reason, something about your living situation is less-than-optimal, there are plenty of other places to hang out and people to meet. Get involved in sports teams or clubs, which can provide a social support network similar to that of a living group. In that same vein, learn to be flexible. Not everything at MIT will work out fantastically. If that's the case, MIT is big enough so you'll always have other options. Finding a creative outlet will get you out of your room and meeting new and interesting people. And once you find yourself out of the MIT bubble, you'll realize that social skills are

just as important as technical ones, and if you don't know how to interact with other human beings then you'll quickly be left behind.

Plan ahead. Pay attention to your advisers, and think about what classes you need to take and when as early as you can. Look online for the various degree requirements and when you know what you'd like to be your major, consider how you'll fit in those courses along with the General Institute Requirements. Being proactive about planning means you won't be surprised by a GIR or degree requirement you have yet to complete by senior year. Also, you'll be able to evenly space out difficult classes across four years, instead of ending up biting off more than you can chew for one or two semesters. Planning ahead means you'll maintain your academic sanity and never be caught off guard by too tough of a course load.

Planning ahead also means thinking about careers. And as unfair as it may

sound, securing internships and jobs, during and after MIT, are much more about who you know than what you know. A friend of a friend who knew your brother's girlfriend's aunt is ridiculously more likely to get you a job than an application into a black hole of an internet job posting, so learning to network is key.

Finally, remember that moderation is sometimes good. There's often a lot of pressure at MIT to do everything you possibly can at once — research, classes, clubs, and more. It's fine to be busy, but it's not fine to be unhealthy. If you're feeling too stressed by everything that's on your plate, cut something out of your schedule for some much-needed free time. It's okay to let your brain relax a little bit.

None of this advice should be taken as hard-and-fast rule. Feel free to take advantage of the independence that MIT affords you and forge your own path. Figuring out how to manage your new life here is just as instructive as the courses you'll be taking.

## 'Find me a rock': The truth behind consulting

**Dubai, from Page 9**

cessful businesses, and that as consultants, our earnings came from having the luck of being included in an elaborate cargo-cult ritual. In any case it fell to us to decide for ourselves what question we had been hired to answer, and as a matter of convenience, we elected to answer questions that we had already answered in the course of previous cases — no sense in doing new work when old work will do. The toolkit I brought with me from MIT was absolute overkill in this environment. Most of my day was spent thinking up and writing PowerPoint slides. Sometimes, I didn't even need to write them — we had a service in India that could put together pretty good copy if you provided them with a sketch and some instructions.

### Burning out

I worked hard at MIT. I routinely took seven to ten classes per semester and filled whatever hours were left in the day with part-time jobs and tutoring. It was a fairly stupid way of going about my education, and I missed out on many of the learning opportunities that MIT offers outside of classes. I don't recommend what I did to anyone. But as stupid as carrying double course loads was, it had one advantage: After all the long hours I put into MIT, I believed I was invincible. If MIT couldn't burn me out, nothing else ever could.

It took roughly three months before BCG disproved my "burn-out proof" theory. Putting together PowerPoint slides was easy, the hours were lenient, and the fifth day of every week usually consisting of a leisurely day away from the client site. By all accounts, I should have been coasting through my tasks.

What I learned is that burning out isn't just about work load, it's about work load being greater than the motivation to do work. It was relatively easy to drag myself to classes when I thought I was working for my own betterment. It was hard to sit at a laptop and crank out slides when all I seemed to be accomplishing was the transfer of wealth from my client to my company.

I'm a free marketer. I believe that voluntary exchange is not just a good method of incentivizing people to provide their labor and talents to society, but a robust moral system — goods and services represent tangible benefit to people, market prices represent the true value of goods in society, and wages represent the value that a worker provides to others. Absent negative externalities or monopoly effects, a man receives from the free market what he gives to it, his material worth is a running tally of the net benefit that he has provided to his fellow man. A high

income is not only justified, but there is nobility to it.

My moral system is organized around a utilitarian principle of greatest good for the greatest number — that which adds value cannot be wrong. It did not bother me therefore when I was handed consulting reports that had been stolen from our competitors. If the information in those reports would help us improve our client, then who could say we were doing wrong? Like downloading MP3s, it was a victimless crime.

### With a diligent enough effort, one can morally justify nearly anything.

What I could not get my head around was having to force-fit analysis to a conclusion. In one case, the question I was tasked with solving had a clear and unambiguous answer: By my estimate, the client's plan of action had a net present discounted value of negative one billion dollars. Even after accounting for some degree of error in my reckoning, I could still be sure that theirs was a losing proposition. But the client did not want analysis that contradicted their own, and my manager told me plainly that it was not our place to question what the client wanted.

In theory, it was their money to lose. If they wanted a consulting report that parroted back their pre-determined conclusion, who was I to complain? I did not have any right to dictate that their money be spent differently. And yet, to not speak out was wrong. To destroy a billion dollars is to destroy an almost unimaginable amount of human well-being. Spent carefully on anti-malarial bed nets and medicine, one billion dollars could save a million lives. This was a crime, and failing to try and stop it would be as bad as committing it myself. And if I could not prevent it, then what reason was I being paid such a high salary? How could I justify my income if not by prevailing in situations such as these?

### Sit down, shut up

Early on, before I began case work, one manager I befriended gave me some advice. To survive, he told me, I needed to remember The Ratio. Fifty percent of the job is nodding your head at whatever is being said. Twenty percent is honest work and intelligent thinking. The remaining 30 percent is having the courage to speak up, but the wisdom to shut up when you are saying something that your manager does not want to hear.

I spoke up once. And when it

became clear that I would be committing career suicide to press on, I shut up.

With a diligent enough effort, one can morally justify nearly anything. It was clear that the client was going to go forward with their decision regardless of how I acted. How could I be responsible for a foregone conclusion? And if I had no power to change things, then why shouldn't I take the course of action that lets me keep my job? Who would it benefit for me to give up my paycheck? With my salary, I could make large and regular contributions to Red Cross or Doctors Without Borders — without it I would just be another unemployed bum.

But there is a large difference between telling yourself a story and believing it. Ultimately, the core reason I stayed silent wasn't altruistic, but selfish. At my salary level, and with my expected advancement path, I could comfortably retire in my thirties. That would mean nearly a full lifetime at my disposal, a solid forty years to find true love and raise a family without distraction. It was the opportunity to travel, to achieve great things, to self-actualize. It was the prospect of living a life free of want and need. Who was I kidding? I wasn't going to donate half my salary to Red Cross. I was going to deposit it into an index fund and speed off as soon as I was sure there was enough gas in the car.

The conscience is a pesky thing. It was no consolation that I had gotten the moral calculus to work out in my favor. I should have been the most relaxed man on the planet, and yet every day I went back to my hotel room and spent most of my time nervously pacing. I couldn't sleep at night. I'd fill up a bathtub and scream into it. I couldn't get over the feeling that this was not how I was supposed to spend my life.

Staying silent was agonizing. Nominally, my job was to provide advice and aid in my client's decision-making process. In practice, my job consisted of sitting quietly and resisting the urge to dissent. Each day was like a punishment from Greek mythology; with every meeting my liver would grow anew to be eaten again by eagles.

I was reminded of the Milgram experiment. I wanted to quit. I didn't want to have any hand in this, I didn't want the responsibility of being the destroyer. But the man in the lab coat was telling me that the experiment must continue. Burnout soon followed.

It wasn't just that I lost all motivation for my job; it was also that it is much harder than one would expect to do unsound analysis. There is an interesting kabuki dance to be done when crafting figures to fit a conclusion. The conclusion may be

wrong, but you still need to make it believable. You still need numbers to fill out your PowerPoint slides, and the numbers need to have enough internal consistency not to throw up red flags at a casual glance.

Honest analysis, even when it has weak areas, is easy to defend. If the numbers look fishy, there's an explanation — you didn't have direct data on such and such and had to use estimates from another report, or made a reasonable assumption somewhere. But when the numbers actually are fishy, and there's no underlying logic to defend, you can't have any rough areas for others to poke at. And when you know everything is fishy, you can't tell what will look fishy to someone who hasn't seen any numbers before.

This leads to what I like to call, "Find me a rock" problems. The classic "find me a rock" story is as follows: A manager goes to his engineer one day and asks for a rock. "A rock?" asks the engineer. "Yes, a rock. That isn't going to be a problem, is it?" replies the manager. The engineer laughs and tells the manager he'll go pick one up during his lunch break and it will be no problem. After lunch, the manager visits the engineer again and the engineer shows him the rock. The manager looks at it for a moment before telling the engineer, "No, that one won't work at all. I need a rock."

### Analytical skills were overrated, as clients usually didn't know why they hired us.

"Find me a rock" problems sound dead simple, but in actuality have requirements that are poorly stated or unknown. You never know what you're looking for; you only know that you'll know it when you see it.

When you disconnect analysis from reality, it would seem like you are freeing yourself up to do your job any way you like. In actuality, you are exchanging one set of clear objectives and rules for another that is complex and ill-defined. At one point my manager said to me, "Change the numbers, but don't change the conclusion." Of course, there's no trouble in changing the numbers — it's not as if there was much of a basis for this set of numbers over another — but change them how, and to what? Who knows? Find me a rock.

I don't know if I'll ever have kids. Still, when I find myself in a moral quandary, I like to think it through by imagining how I would explain the situation to my future, hypothetical children. What would I say?

How would they react? Could I justify my actions as having been in their best interest?

I wasn't sure at the time, but having had enough free time of late to ponder such questions, I think I've come to the conclusion that having a father who can pay for a top-notch education outweighs the disadvantage of being raised by a hypocrite. Sticking with the job for the sake of a paycheck passes the children test.

I was not surprised the day I lost my job. The writing was on the wall. BCG's management might have been releasing reports claiming countries like Dubai would be islands of stability in the world's rough financial seas, but to the ground troops, it was obvious the economy was not doing well. From the very beginning of my employment, I hadn't met a single employee who planned on staying with the company — all of them were scrambling for lifeboats, trying to land cushy jobs with cash-stuffed clients or find their way back to their home countries.

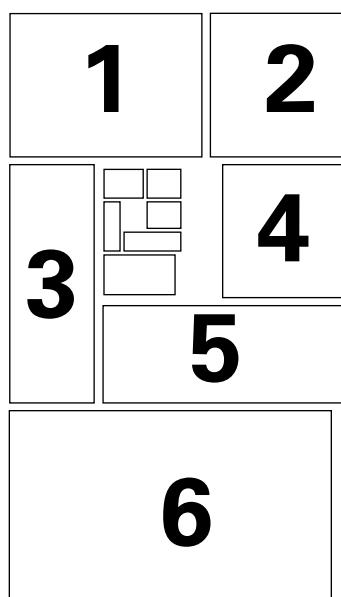
What did surprise me was the offer BCG made to me as I was on the way out the door. In exchange for me signing an agreement, BCG would give me the rough equivalent of \$16,000 in UAE dirhams. Much of it looked boilerplate, like any common compromise agreement used in Europe — in return for some money, I would stipulate that I hadn't been discriminated against on the basis of race or gender, etc.

But the rest was very clearly a non-disclosure agreement, and it made me uncomfortable. I signed a non-disclosure agreement when I first took the job, but that only covered BCG's intellectual property and client identities, things that seemed entirely reasonable to protect. This agreement went much further. Not only did it bar me from making any disparaging comments about BCG or my work experience, but I wouldn't even be allowed to reveal the existence of the non-disclosure agreement itself. The implication was clear: I could either be a cheerleader for BCG or stay silent, but anything else would bring swift legal retribution. When I asked to have the non-disclosure clauses removed, I was told that the agreement was a standard offer to employees, and that its terms were non-negotiable.

As hard as it was to decide whether or not to stay at my job, it was easy to pass up the hush money. Mistake or not, my future hypothetical children deserved to hear their father's story, and \$16,000 did not seem like a lot of money in the grand scheme of things. After rejecting the offer, I enjoyed a full night's rest.

*This is the third in a four-part series on the author's experiences as a consultant in Dubai, originally published on April 9, 2010.*





1. Rubblebucket Orchestra at the Middle East, Feb. 20.

JUSTINA CHO

2. Women's Rugby regionals, Nov. 6.

DAVID M. TEMPLETON

3. Nicholas A. Davis '14 goes for the layup, Dec. 7.

MINH PHAN

4. MIT Open Ballroom Dance Competition, April 24.

DAVID CHEN

5. Man-Yan Lam '11 guides the Women's crew team, Oct. 24.

GREG STEINBRECHER

6. Cecilia R. Louis '10 sings with the Chorallaries, May 2.

ARFA AIJAZI—THE TECH



2010 in the spotlight